



9.2 Digital Transformation Program Update

Report Reference	FRAC211214R9.2
Originating Officer	General Manager Corporate Services – Sorana Dinmore
Corporate Manager	N/A
General Manager	Chief Executive Officer - Tony Harrison

CONFIDENTIAL MOTION

That pursuant to Section 90(2) and (3)(b)(i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support and Governance Officer,, be excluded from the meeting as the Council receives and considers information relating to Digital Transformation Program Update, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the current status of the Digital Transformation Program and the impact on contractual expectations.

REPORT HISTORY

Report Reference	Report Title
FAC211012R7.5	Digital Transformation Program Update

REPORT OBJECTIVE

The purpose of the report is to update the committee members on the progress of the Digital Transformation Program (DTP).

EXECUTIVE SUMMARY

The program delivery is continuing, and satisfactory progress is being made, despite significant human resourcing constraints. It is difficult to recruit resources due to the market offering, level of expected salaries and strong competition for talent.

RECOMMENDATION

That the Finance, Risk and Audit Committee note:

1. The update on the Digital Transformation Program.
2. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Digital transformation Program Update, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b)(i) and (ii) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

DISCUSSION

The City of Marion Digital Transformation Program (DTP) is supporting a wholesale change in approach for CoM, putting the community at the centre of our service delivery and responding to the strategic plan imperatives set by Council, through replacing and renewing major technology systems across twelve projects. It is an ambitious program expected to deliver among others, a new finance system, an asset management system, a customer relationship system and cloud-based collaboration tools like Microsoft 365 and GIS ESRI. All projects are underpinned by a digital literacy and cybersecurity awareness project, aimed at our staff, our elected members and our community. The Digital literacy and cybersecurity awareness (DLCA) project is an ongoing program of works which will be delivered collaboratively between IT, People and Culture, Libraries and other teams.

The program commenced delivery in April 2020 and is expected to be nearing completion of stage one by December 2022. Stage two, consisting of continuous improvement activities will commence in 2023 with post implementation reviews and ongoing maintenance.

Governance reviews and audits

At the last meeting, the committee members were updated on the governance arrangements for the program and the reviews conducted. EQI consulting will conduct another mid-point review in the new year and the internal auditors KPMG will also review the program as part of their IT audit in the latter part of 2022. The results will be brought to the committee for information as they become available.

December 2021 update

CoM 1: DLCA -This project has been delayed due to lack of project manager. We are recruiting and intending to appoint someone to commence early in the new year.

CoM 2: While the Payroll system is in post implementation review stage, the HRIS system (also contracted to be delivered by Aurion) is in the planning stages and expected to be delayed, due to resourcing and time constraints.

CoM 3: The CRM system in Salesforce went live at the end of November and early indications are that it has been well received by staff and is supporting more efficient service delivery. Dashboard reports from the system will be presented in the next update (to enable several month's data to be available).

CoM 4: The Asset management system is well underway with Assetic, the chosen partner and datasets are being imported into the system.

CoM 5: The Finance system has begun configuration in FinancialForce, however further negotiations are required in relation to the Property and Rating Module. While we have chosen a best of breed approach, P&R modules are exclusive to local government and therefore not as widely available.

CoM 6: Considerable works have been undertaken in relation to the upgrading of internal servers' capabilities to enable the finalisation of the Microsoft365 project. Continued efforts are required for successful completion.

CoM 7 and 8: The SharePoint project and GIS have transferred into ongoing maintenance, post completion.

CoM 9: The data and analytics project was going to be a joint undertaking with CCS and PAE, which has been delayed due to the lack of a cross council resource. Progress has been made internally due to the CRM team producing analytics dashboards for users, management and executive, as well discussions held with Gartner informing the development of an inhouse CoM strategy and an environmental scan.

CoM 10: The Unified communications project has also been challenged by the lack of an internal resource to progress work, following the withdrawal from the joint tender with CCS. Again, discussions with Gartner analysts are supporting a model which management are hoping to progress once the PM is on the ground.

CoM 11: the devices project has seen some progress through good business analytics work despite the lack of project manager - devices requirements have been finalised and the project has moved to the procurement step – this is another significant milestone in our journey towards digital literacy by providing greater choice in the devices we use.

CoM 12: another project which has been slowed due to the lack of project manager is the AV access in meeting rooms – while we have enabled most rooms with Meeting Owl Pros and TVs, the staff education is still lacking and the chamber solution is not finalised.

The program status update and the roadmap provide some further information on progress.

Challenges

The greatest challenge in relation to project delivery remains the lack of resources. Both business analysts and project managers are difficult to source and have different salary expectations to what we have been traditionally expecting. There are numerous factors at play, from “the great resignation” reaching Australian shores, to post covid impetus for digital transformation accelerating the demand in the market, as well as the cessation of the skilled migration program. Management are reviewing remuneration options and continuing to work with several recruiters to fill the program gaps. Internal reskilling is available however it extends the time required to complete projects due to the time needed, so it has not been the default option to date.

ATTACHMENTS

1. Program Status - December [9.2.1 - 2 pages]
2. Program Road Map Timeline [9.2.2 - 2 pages]

Digital Transformation Update: December 2021

Digital Transformation Program	Forecast End date	Fortnightly Project Status - RAG Status					Last Period	This period	Key Risks / Issues emerged this period	Comments to address Amber/ Red or risks / issues
		Scope	Schedule	Cost	Benefits / outcome	Resource				
Overall Program	Oct-22	Amber	Amber	Green	Green	Amber	Amber	Red	Refer to project issues below. Two projects (Property Management System & Booking System) requested to be in scope, but BAs haven't been assigned yet due to other priorities Change Manager gap needs to be resolved - impacts multiple projects	Address the Project reds and ambers below Part Time external Senior Change Manager will oversee and complete critical Program and Project activities from January 2022. We will still need the Change Manager role replaced. Decision on PMS & Booking System request post preliminary BA assessment
Dig. literacy & cyber sec. awareness	Aug-21	Red	Red	Green	Green	red	Amber	Red	Scope: awaiting update, review and sign off Schedule: Overall schedule not fully developed.	Scope: awaiting review and sign off Schedule: finalise full schedule Resources: need to assign PM and BA
Payroll +HRIS	Jan-22	Red	Red	Green	Amber	Amber	Amber	Red	Scope: LMS - is required, Kineo is the current provider. Aurion doesn't provide. Still working through which modules are required. Schedule: We've paused HRIS implementation until better understanding of future state processes and demo. We won't hit the end of calendar year delivery date. Resource: BA required Benefits: [insert info here]	Scope: Decision made to implement recruitment / onboarding module. Final two modules need to be assessed. Schedule: Finalise analysis on which modules we want, propose new schedule for approval Resource: BA recruiting occurring.
CRM system	Jul-22	Green	Green	Green	Green	Amber	Green	Green	Resource: Project Manager resource gap. Senior Project Manager role ends December 23rd.	Resource: Hiring for SPM and PM role.
AMIS	Jan-23	Green	Green	Green	Green	Green	Green	Green		
Financial transformation	Feb-23	Green	Amber	Amber	Green	Amber	Green	Amber	Resource: Decommissioning modules work slowed waiting on BAs Cost: Property and Rating module build quote exceeds budget significantly Risk: Property and Rating module build not locked in for time/cost. More complex than originally thought. May impact Finance implementation	Resources: Recruiting for BAs Risk: Explore options and contingency.
Microsoft365	Oct-22	Green	Amber	Green	Green	Green	green	green		Schedule: waiting on Sharepoint project outcomes
SharePoint transfer-intelligent intranet	Aug-21	Green	Amber	Green	Green	Green	Green	Green	Schedule: A new issue with Bluepoint archive was identified.	Schedule: Should be finalised by 18/11/21
GIS – ESRI transition	Jul-21	Green	Green	Green	Green	Green	Green	Green		
Data analytics	Apr-22	Amber	Red	Red	Amber	Red	Red	Red	Scope: overdue since June Schedule: overdue since June Cost: we aren't spending the allocated budget and the draft strategy exceeds budget. Benefit: High level summary in scope doc. Resource: CDO resigned 3/8. Cross Council partners would like an external strategy to be developed	Scope: New Strategy paper to be presented in December to ELT. Schedule: schedule to be presented in December to ELT. Resource: work with cross council on solution for CDO.
Unified comms	Feb-22	Red	Red	Red	Green	Green	Red	Red	Cost: Tender responses for the joint procurement with CCS were outside budget and deemed too expensive. Schedule: Unable to meet the January implementation timeline	Cost: We'll go back to market as a single organisation (CoM) without CCS. Received verbal advice from Gartner, awaiting written advice. Schedule: To be discussed with ELT. January is not possible, however Gartner advice might help us truncate the process





